

# Strategic Communication Plan *FY 2006-200*



## Vision

Communications will help SCLHS grow and become a stronger System by cultivating a well-informed and engaged staff, and fostering positive perception in our communities.

## Communication Goals

### Cultivate an engaged workforce.

#### Objectives

#### Effective Tools

Transformational Change  
Standardization  
Communication Team  
Leadership Communications  
Growth Message Management  
System Office  
Physician Relations Support

### Improve perception in the community.

#### Objectives

Key Issues  
Social Accountability  
Emerging Issues  
Advocacy Support  
Foundation Support

### Grow and become a stronger organization.

#### Objectives

Image  
careQuest  
Key Service Lines  
Service Line Development Support  
Physician Outreach Support  
Group Purchases

### Be prepared to respond in a crisis situation

#### Objectives

Crisis Preparation  
Communications

## Publications

- Mission Matters
- Leadership Notes
- Common Calling guide & articles
- The N.E.W.S.

## Major initiatives/campaigns

- Growth
- Transparency
- Pandemic/Crisis
- Union/Labor Activity
- careQuest and ERP
- Transformation and Common Calling

# Communication Objectives

## Cultivate an engaged workforce.

### Objectives

1. Develop and deliver effective messages and communication tools that engage stakeholders in the achievement of the Mission, vision and strategic goals.
2. Inform employees of transformational changes within the System as we move toward our Common Calling. Develop and deliver effective messages and communication tools to SCLHS Leadership and Sponsors.
3. Improve and develop effective communication with Leadership, Boards of Directors, and Sponsors.
4. Create standards and consistency with all communications efforts across the System.
5. Develop Communication Team to improve and strengthen communications at the Affiliate level and demonstrate value of function.
6. Prepare and pro-actively manage communications tactics in the event of merger/acquisition.
7. Improve System Office communications.
8. Support physician relations efforts.

## Improve perception in the community.

### Objectives

1. Develop communications that educate internal and external audiences about SCLHS and key issues affecting health care and the organization.
2. Tell our story through Social Accountability Reporting and education to the community.
3. Be prepared for and pro-actively manage communications surrounding emerging issues or trends.
4. Support Advocacy efforts.
5. Support Foundation efforts.

## Grow and become a stronger organization.

### Objectives

1. Enhance and strengthen image through branding, marketing, service line development, and media relations.
2. Announce and increase awareness of careQuest implementation and capabilities.
3. Assist Affiliates in successfully marketing key service lines and developing new ones to become must-have providers in Affiliate communities.
4. Support physician outreach and recruitment efforts.
5. Identify group purchases for communications tools/services for cost savings.

## Be prepared to respond in a crisis

### Objectives

1. Develop protocol and tools in order to respond in a controlled manner to ensure all stakeholders are informed of situation, its resolution, how it impacts them and the role that SCLHS has.

# Strategic Communication Operating Plan

## Goal: Improve perception in the community.

### Objectives

1. Develop communications that educate internal and external audiences about SCLHS and key issues affecting health care and the organization.
2. Tell our story through Social Accountability Reporting and education to the community.
3. Be prepared for and pro-actively manage communications surrounding emerging issues or trends.
4. Support Advocacy efforts.
5. Support Foundation efforts.

### 1. Develop communications that educate internal and external audiences about SCLHS and key issues affecting health care and the organization.

Strategy	Tactics	Audience	Timing	Desired Outcome	Measures	Responsible	Resources/ Costs
A. Develop and maintain quality website <i>*See individual plan</i>	Redesign and launch new sites; continue to maintain and improve content and fully utilize applications; incorporate educational component for patients and consumers to learn about their health and procedures they are scheduled to undergo, choose vendor, approve group purchase and implement.	All stakeholders	Q2 2006 (Nov 1, 2005), health content vendor approve by Q4 2006, ongoing maintenance	Public is aware of services and offerings at the Affiliates and visits the sites as a source of quality health information. Public visits System site to learn about SCLHS Mission, vision, goals, strategic plans, history, leadership, culture and System career opportunities. Ultimately, this will drive consumers to choose SCLHS hospitals and result in improved patient satisfaction.	Establish ed ROI (i.e. visits, etc., to be developed), responses to calls to action and reply mechanism focus groups	ADC, Affiliate Com. Staff, Verus, health content vendor TBD, EDL/Verus to assist in maintenance	Verus costs: design, hosting, maintenance Third party vendor costs. Support staff to assist SCLHS site and Affiliates with updating content

Strategy	Tactics	Audience	Timing	Desired Outcome	Measures	Responsible	Resources/ Costs
<b>B.</b> Create information packet that contains multiple components with pertinent information about SCLHS including history, leaders, Mission, vision, values, strategic plan, and community benefit to be used in outreach efforts.	Write content, choose designers/firm to create; review and approve; print; distribute	External audiences include community leaders, government officials, physicians and staff being recruited; internal audiences include new employees, physicians, volunteers and board members (at System and Affiliate per request), consultants, vendors. <i>To be used by HR, Mission,, Physician Relations, Philanthropy, Advocacy, Volunteer Services and Affiliate Com. Staff.</i>	Q3 2006	Users have effective, attractive, up-to-date tools to reach constituents who then have a clear understanding of SCLHS.	Informal interviews, demand for material	ADC, EDL, LTG, Affiliate Com. Staff to distribute and manage locally and to provide local profiles.	Design and production assistance, printing, support staff
<b>C.</b> Produce newsletter* <i>*See individual plan</i>	Interview and choose design firm, design, write, print, create mailing/distribution lists, distribute four issues per year, annual report to be included	All stakeholders	Q3 2006 Distribute first of each quarter	Quality, attractive, consistent print vehicle established that people utilize as a key source of information to perform their jobs more effectively.	Readership, responses to calls to action, responses to reply mechanisms, EEI/EES	ADC, TMH (WMM, LTG provide direction/final approval) EDL, intern to assist, firm to design	Budget: \$XXX Design/PR firm, printing, mailing, TMH, support staff

## 2. Tell our story through Social Accountability Reporting and education to the community.

Strategy	Tactics	Audience	Timing	Desired Outcome	Measures	Responsible	Resources/ Costs
<p>A. Publicize how we fulfill our Mission and benefit the community.</p> <p><i>CHA Public Perception Project to be a component of this strategy.</i></p>	<p>Meet with H.E.C. to align efforts; assign responsibilities; audit current practices and existing public perception study results. Establish baseline of expectations, standardize practices and reporting to create consistency. Develop plan of action and themes/key messages. Should include: media coverage/ feature articles; paid ads and columns; community outreach to organizations and government through individual meetings and speaking engagements; education at events; featured on Websites; inclusion in all newsletters/publications; partnering with Advocacy; conduct public perception studies for each Affiliate; establish Affinity Group and Advisory Committees at each Affiliate; work with Mission Integration.</p>	<p>All stakeholders including government officials</p>	<p>Q2 2006 ongoing</p>	<p>Community will know and understand the benefits we provide and how we utilize funds to improve health care services, including serving the vulnerable and underprivileged.</p>	<p>Public perception surveys, other surveys (formal and informal TBD)</p>	<p>ADC, Sr. Judith Jackson, H.E.C., Affinity Advisory Group (TBD), Affiliate Com. Staff, VPs of Mission at Affiliates, chosen firm EDL, TMH to assist as needed.</p> <p>WMM to oversee project and give final approvals.</p>	<p>PR firm, marketing materials (design and printing), support staff TMH to continue to manage Public Perception project.</p>

### 3. Be prepared for and pro-actively manage communications surrounding emerging issues or trends.

Strategy	Tactics	Audience	Timing	Desired Outcome	Measures	Responsible	Resources/ Costs
A. Choose public relations firm to assist with efforts, and effectively manage communications that result in higher awareness of issues and positive outcomes.	Write RFI/RFP; meet with firms; choose firm; educate firm about SCLHS; upon need, in conjunction with SCLHS communications staff, firm creates issue-specific plan, communications pieces, and toolkits for Affiliate communications staff.	All internal stakeholders and community	Q2 2006 (choose firm) TBD: specific communications for identified issues.	Experts who are available upon need and are aware of the unique needs, history and Mission of SCLHS, create effective communications that educate internal and external stakeholders about issue.	EEI/EES, surveys	ADC, LTG, identified firm, EDL, TMH to assist, Affiliate Com. Staff	PR firm, design and printing, TMH

### 4. Support Advocacy efforts.

Strategy	Tactics	Audience	Timing	Desired Outcome	Measures	Responsible	Resources/ Costs
A. Support Advocacy efforts by providing print materials, assisting in communicating policy matters, and educating System and our publics about government issues related to health care.	Establish regular meeting with VP Mission and Sr. Associate Advocacy (together and separate); send e-mail update to communications staff, place information on Intranet and website, create information packet for use in outreach.	All internal stakeholders, government officials and lobbyists	Q1 2007	Internal and external stakeholders are aware of Advocacy efforts and issues affecting SCLHS. Efforts result in impacting policy that positively affects SCLHS and health care.	Use of and demand for materials	ADC, Sr. Judith Jackson, CS EDL, TMH to assist as needed.	TBD: possible design, printing, TMH

## 5. Support Foundation efforts.

Strategy	Tactics	Audience	Timing	Desired Outcome	Measures	Responsible	Resources/ Costs
A. Provide print materials and counsel on outreach efforts and Philanthropy 100	Meet with Foundation staffs and provide counsel, provide print materials about SCLHS, include Foundation information on Websites and secure online donations.	Community	Q1 2007	Foundations are more effective in fundraising/friendraising efforts.	Funds are raised (Balanced scorecard: 1% of net revenue)	ADC, LTG, Foundation staff, Affiliate Com. Staff to work with local Foundation EDL to assist	TBD: possible design, printing, TMH